

Exhibit 6-5: Conducting a Force-Field Analysis

What is a force-field analysis?

Force-field analysis is a problem-solving tool that is used to identify the reasons ("forces") that support two positions to a question and the strength of each force. For example, force field analysis could be used by a team to answer the question, "Should ABC Inc. establish an office in Singapore?"

How is a force-field analysis conducted?

The following steps are followed to conduct a force-field analysis:

1. State the question that is to be answered. Make sure that all participants agree on how the question is posed. It needs to be worded so that there are only two acceptable responses.
2. Use a flip chart or a blackboard and label one side of the paper or board as one of the acceptable responses, in this case "Yes," and label the other side as the other acceptable response, in this case "No." See sample chart.

Should ABC establish an office in Singapore?

Yes	No

3. Following the rules of brainstorming, have the team provide as many reasons as possible for *each* of the responses. As with any brainstorming session, no answer should be ignored and no critique is permitted during the brainstorming session. After this session, the team's force field might look like the following chart:

Exhibit 6-5: Conducting a Force-Field Analysis (continued)

Should ABC establish an office in Singapore?

Yes	No
High demand	No existing customers
Too far from Japan	Travel costs too great
Stable economy	Too much investment
Lack of competition	No employees are culturally aware
College graduates available to work for ABC	Japan can cover
Business plan shows high potential profit	Dictatorship

4. Once the team can provide no new information to the brainstorming session, the items provided should be reviewed for clarification, duplication, and so on. Items should be reworded, if necessary, for clarification.
5. The next step is to identify how strong a force each item is. There are many ways to do this. One simple way is to treat each item with a five-point Likert scale. The facilitator may handle this process in the following manner:

"If you believe that the statement I read is a very strong argument for establishing an office in Singapore, hold up five fingers. If you believe that it is a very weak argument for the position, hold up only one finger. How strong an argument do you think 'High demand' is?"

The facilitator will then do a quick scan of the group and count the participants' responses. This number is then written on the chart. See sample chart on the following page.

Exhibit 6-5: Conducting a Force-Field Analysis (continued)

Yes	No
5 High demand	1 No existing customers
3 Too far from Japan	2 Travel costs too great
4 Stable economy	5 Too much investment
2 Lack of competition	2 No employees are culturally aware
2 College graduates available to work for ABC	5 Japan can cover
5 Business plan shows high potential profit	3 Dictatorship

6. Items that are perceived to be low in interest should be eliminated from the chart. In the sample chart above, items with a 1 or 2 would be removed. See sample chart below.

Should ABC establish an office in Singapore?

Yes	No
5 High demand	5 Too much investment
3 Too far from Japan	5 Japan can cover
4 Stable economy	3 Dictatorship
5 Business plan shows high potential profit	

7. Given the arguments that remain, participants would try to decide the question.

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venture in which norms have not become fixed around one approach.

After the consultant and the change team have agreed on a change strategy, they should develop an action plan. The action plan should be flexible enough to address changing needs and conditions but should also include the following items:

- Why is the change being made?
- Where should the change be occurring?
- How should the change process unfold?
- What are the steps in the change process?
- When should each step occur?
- What is needed from the organization's members to make the change work?